



Center for Evaluating
Patient Centered Care in VA
QUERI Partnered
Evaluation Initiative



VA
HEALTH
CARE

Defining
EXCELLENCE
in the 21st Century

RC INDEX
FREQUENT COMMUNICATION
TRUST COMMUNICATION
ACCURATE COMMUNICATION
PROBLEM-SOLVING
SHARED GOALS
SHARED KNOWLEDGE
MUTUAL RESPECT

RELATIONAL COORDINATION ANALYTICS REPORT

Whole Health RC Survey: site A

ORGANIZATION

Veterans Health Administration

APRIL 2021

INTRODUCTION TO RC SURVEY RESULTS REPORT

This RC Survey Results Report is designed to provide you with actionable tools - valid and reliable data, user-centric results, and discussion aids that make it easier for you to determine where and how to begin the work of transforming relationships for high performance.

Use this report to transform communication and relationships for performance-critical work processes. Identify four dimensions of communication and three dimensions of working relationships that impact performance in your organization. Use results to actively engage employees, grow human capital, and to foster a culture that supports process improvement. Compare and monitor performance across sites and over time.

POWERED BY THE INSIGHTS OF RELATIONAL COORDINATION (RC)

This report is powered by the insights of **relational coordination**, the quality of relationships and communication needed to coordinate uncertain, time-constrained, interdependent work - characteristics shared by most modern complex organizations. RC is grounded in over two decades of peer-reviewed research pioneered by co-founder Jody Hoffer Gittell and has been studied in over twenty industries, in multiple languages, and in upwards of fifteen countries, demonstrating positive performance effects of RC on quality, safety, efficiency, customer engagement and worker well-being.

Relational Coordination is measured using RCA's proprietary **RC Survey™**, a fully validated diagnostic that assesses the quality of team communication and working relationships along seven key dimensions:

- Frequent Communication
- Timely Communication
- Accurate Communication
- Problem-Solving Communication
- Shared Goals
- Shared Knowledge
- Mutual Respect

The **RC Survey™** is a quantifiable metric of effective teamwork and coordination. Results are a starting point for reflective discussion that informs follow-up actions for key stakeholders. The **RC Survey™** is a tool that integrates seamlessly with process improvement, interprofessional training, and workforce development.

USING THIS REPORT

Below is a description of elements that are common across all sections of the RC Survey Results Report sections. This information will help you interpret, use, and place your RC results in context.

YOUR RC SURVEY QUESTIONS

Each RC survey is customized to focus on a unique work process and the set of interdependent workgroups that coordinate to carry out that work process. Both, the work process and workgroups used in your survey are chosen by your organization. Your results report includes the customized RC questions used in your survey.

WORKGROUP, INDIVIDUAL, CLIENT, AND FAMILY

An RC Survey can be set up to provide feedback to **workgroups** (multiple individuals in a role or function), **individuals** (a single individual in a role or function), **clients** (people who are being served by the work process chosen), **families** (family members or caregivers of a client), or a combination of the aforementioned. Each results report includes a list of the **Type** (workgroup, individual, client, family), full label or title and abbreviation used in the survey, by **Type**.

RESPONSE DISTRIBUTION

A response distribution is included next to each chart in this report. This distribution shows the spread of responses across participants for each response option, including Not Applicable (N/A), when it has been included as an option in your survey.

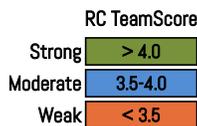


REPORT LEGENDS

There are two different types of legends that appear in this report. Legends are located at the bottom of a page. These legends diagnose the strength of relational coordination for your work process relative to other work processes in the RCA database. The legends below show the norms used to determine the strength (weak, moderate, or strong) of your RC results.

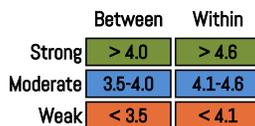
RC TEAMSCORE™

The **RC TeamScore™** indicates the strength of RC between all workgroups for the chosen work process. Intragroup (within) results are excluded from the RC TeamScore.



BETWEEN WORKGROUPS VS. WITHIN WORKGROUPS

Between and **Within** Workgroup results are another type of RC results included in a results report. Note that **Within** Workgroup norms are higher than **Between** Workgroup norms due to greater similarity of tasks, training, and professional identities within workgroups



Other results sections vary by report. Looking ahead, each section in your report includes a short description about how the information presented can be used.

YOUR RC SURVEY QUESTIONS

The RC Survey questions used in your survey are below. **Bolded** text is used to highlight the RC dimension being assessed and your customized work process.

Frequent Communication

How **frequently** do people in each of these groups communicate with you about **planning, designing, setting-up, or educating staff** about your facility's Whole Health System of Care?

Timely Communication

Do they communicate with you in a **timely** way about **planning, designing, setting-up, or educating staff** about your facility's Whole Health System of Care?

Accurate Communication

Do they communicate with you **accurately** about **planning, designing, setting-up, or educating staff** about your facility's Whole Health System of Care?

Problem-Solving Communication

When there is a problem with **planning, designing, setting-up, or educating staff** about your facility's Whole Health System of Care, do people in each of these groups blame others or work with you to **solve** the problem?

Shared Goals

Do people in each of these groups **share your goals** for **planning, designing, setting-up, or educating staff** about your facility's Whole Health System of Care?

Shared Knowledge

Do people in each of these groups **know** about the work you do with **planning, designing, setting-up, or educating staff** about your facility's Whole Health System of Care?

Mutual Respect

Do people in each of these groups **respect** the work you do with **planning, designing, setting-up, or educating staff** about your facility's Whole Health System of Care?

WORKGROUP NAMES AND ABBREVIATIONS

Below is a list of each workgroup included in this report along with its **Abbreviation** and **Type (Workgroup, Individual, Client, or Family)**.

Workgroup Name	Abbreviation	Type
1. Whole Health Core Staff	WHCS	Workgroup
2. Whole Health Education Champions	WHEC	Workgroup
3. Whole Health Clinical Champions	WHCC	Workgroup
4. Complementary Integrative Health or Wellbeing Leadership/ Staff	CIHWPC	Workgroup
5. Hospital Executive Leadership	HEL	Workgroup
6. Primary Care Leadership	PCL	Workgroup
7. Mental Health Leadership	MHL	Workgroup
8. Physical Medicine and Rehabilitation Leadership	PMRL	Workgroup
9. Pain Team Leadership	PTL	Workgroup
10. Employee Health Leadership/Staff	EHS	Workgroup

SUMMARY OF RC SURVEY RESULTS

This summary of RC Survey results includes a set of descriptive maps, charts, and tables that can be used to provide an overview of the current state of relational coordination for your customized work process. The sections included in this summary are **Your RC Network, Survey Participation, RC TeamScore™, and RC by Workgroup**.

Use these results in partnership with stakeholders to help form a narrative about RC strengths and opportunities for your chosen work process. Use these results to build cross-functional awareness of the current state of coordination, to visualize connectedness, to identify patterns, to chart a course for improvement, and to monitor progress.

Use the **RCA Discussion Questions** below to engage stakeholders to make sense of RC results and plan next steps.

RCA DISCUSSION QUESTIONS

What are your first impressions of RC results, and how do they track with your day-to-day experiences?

Are there any RC scores that you are proud of?

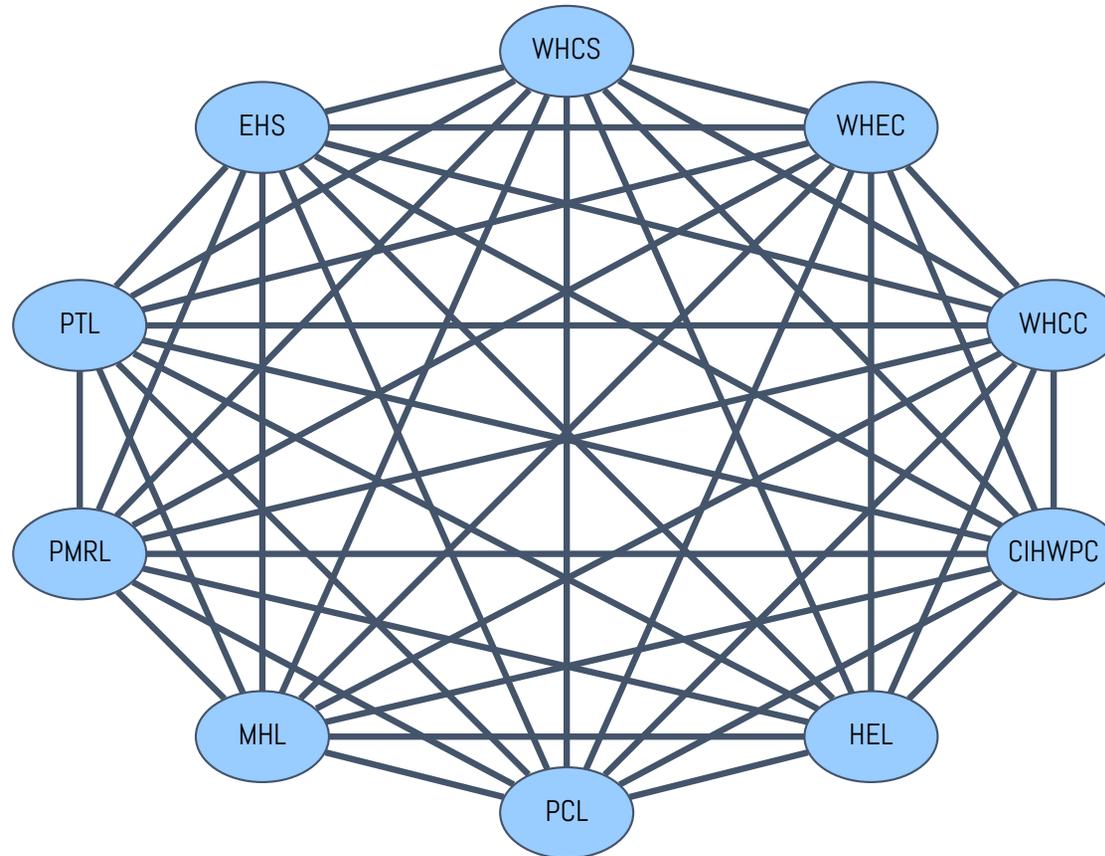
Is the quantity of communication sufficiently frequent (i.e. the right amount)?

Are there problem-solving techniques or strategies in place to help team members proactively seek solutions?

Are there occasions when team members seem to be working at cross-purposes?

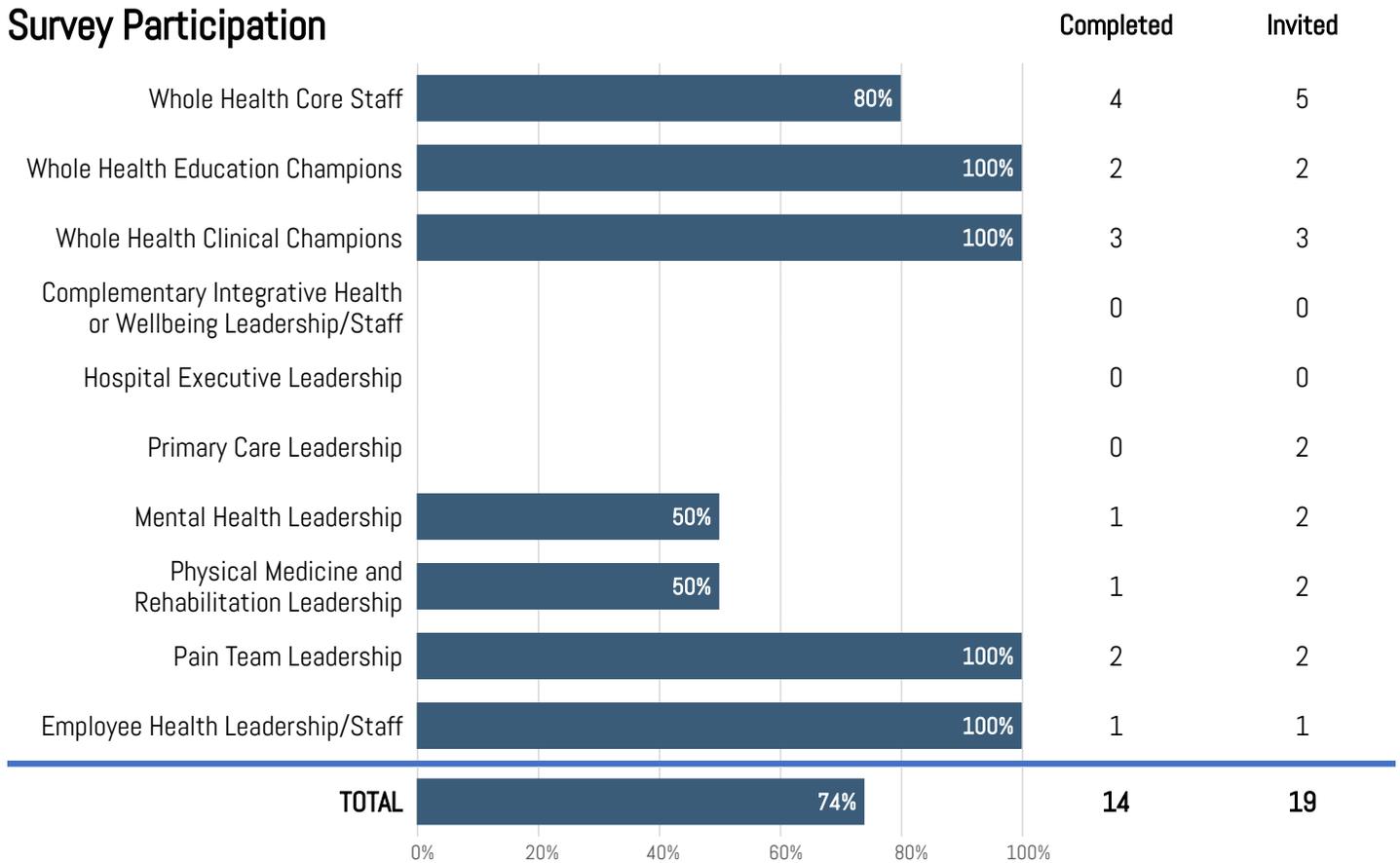
YOUR RC NETWORK

This map is a graphic representation of the RC Network for your chosen work process. Use this map to visualize the complexity and workgroup interdependence for your chosen work process. Consider how complexity and interdependence interact to increase coordination needs for your chosen work process.



SURVEY PARTICIPATION

Overall, **74%** of those who were invited to participate completed their survey. **Whole Health Education Champions** had the highest response rate at **100%**, and **Mental Health Leadership** had the lowest response rate at **50%**.



RC TEAMSCORE™

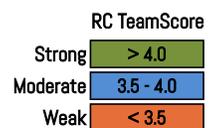
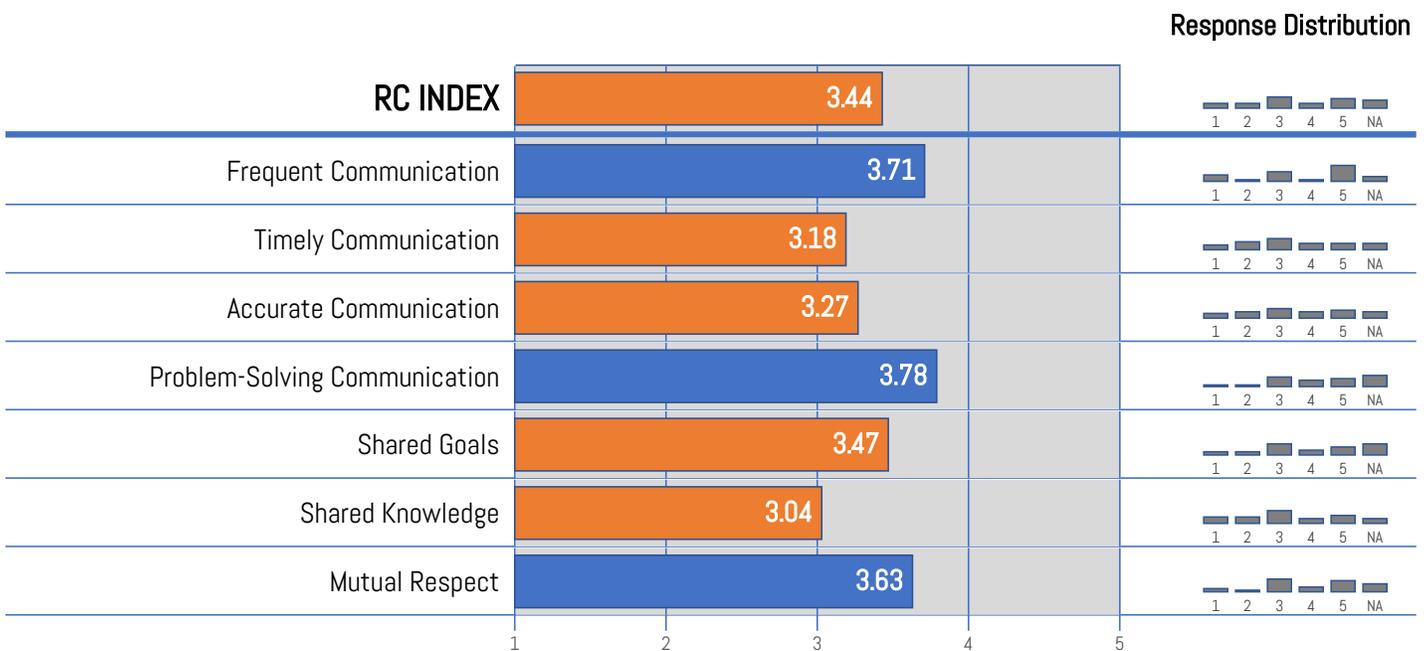
The RC TeamScore diagnoses the strength of relational coordination for a cross-functional work process. It reports the quality of communication and working relationships across all workgroups, as an overall RC Index and for each dimension of RC.

The **RC Index**, an aggregate score of the seven dimensions, indicates that overall relational coordination for this group is **weak**. A **weak RC Index** can suggest established team communication and coordination patterns where there are strengths that can be leveraged as well as opportunities for improvement. In partnership with key stakeholders, determine which dimensions are your priorities for improvement by identifying which will have the greatest impact on the work process chosen and the desired performance outcomes.

Use the legend at the bottom of this page to place your RC results into context.

RC TeamScore™

(N = 14)



RC BY WORKGROUP

This chart provides an overview of RC results for each workgroup included in your survey for the chosen work process. Each column shows RC results for the workgroup listed as experienced by all other workgroups.

Review the chart row by row to identify strengths and opportunities for each RC dimension. Review the chart column by column to identify strengths and opportunities unique to each workgroup. The information in this chart can be used to explore which communication and relationship patterns are systemic to the chosen work process and/or to identify where there may be opportunities for personalized training and development specific to a workgroup.

Use the legend at the bottom of the page to help place results in context.

	WHCS	WHEC	WHCC	CIHWPC	HEL	PCL	MHL	PMRL	PTL	EHS
RC INDEX	Moderate	Moderate	Moderate	Moderate	Weak	Weak	Weak	Weak	Moderate	Weak
Frequent Communication	Strong	Strong	Moderate	Strong	Weak	Weak	Weak	Weak	Strong	Weak
Timely Communication	Moderate	Moderate	Moderate	Moderate	Weak	Weak	Weak	Weak	Weak	Weak
Accurate Communication	Moderate	Moderate	Moderate	Moderate	Weak	Weak	Weak	Weak	Moderate	Weak
Problem-Solving Communication	Moderate	Strong	Strong	Strong	Weak	Weak	Moderate	Weak	Strong	Moderate
Shared Goals	Moderate	Moderate	Moderate	Strong	Weak	Weak	Weak	Weak	Moderate	Moderate
Shared Knowledge	Moderate	Moderate	Moderate	Moderate	Weak	Weak	Weak	Weak	Weak	Weak
Mutual Respect	Moderate	Strong	Moderate	Moderate	Weak	Moderate	Moderate	Weak	Moderate	Weak

RC TeamScore

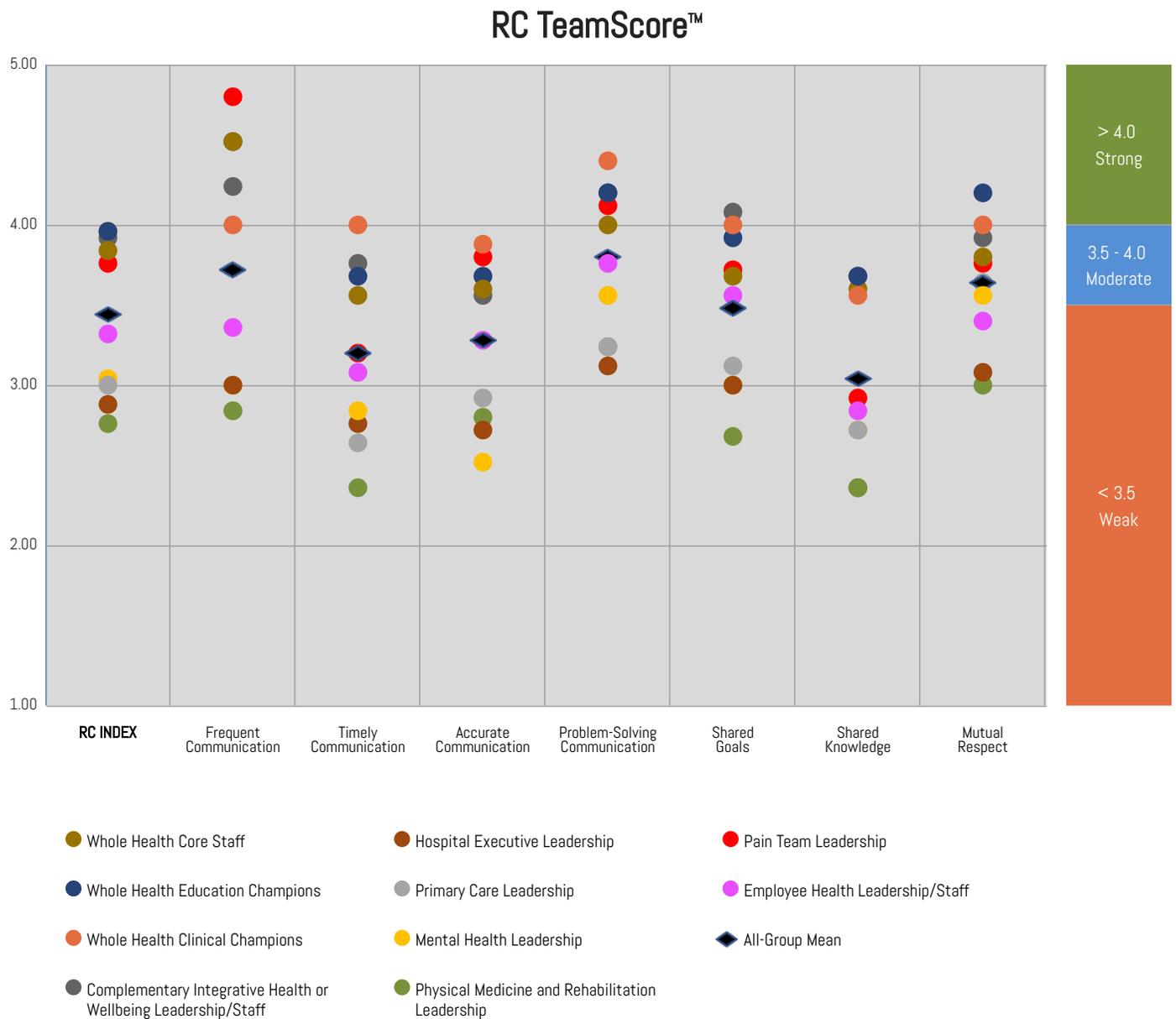
Strong > 4.0

Moderate 3.5 - 4.0

Weak < 3.5

RC BY WORKGROUP

For the **RC Index** and for each RC dimension, this chart shows RC results across all workgroups. Each dot represents a workgroup and the **◆** represents the All-Group Mean across all workgroups for the RC Index and for each dimension of RC. The closer together the series of dots, the more similar RC results for that dimension across all workgroups. The further apart the series of dots, the more varied and dissimilar the RC results are for that dimension across all workgroups. Use this chart to determine the consistency of RC results across all workgroups and to identify if there are positive or negative outliers impacting RC results for the chosen work process.



WORKGROUPS AND THE 7 DIMENSIONS OF RELATIONAL COORDINATION

This section contains a **Between Workgroups** and **Within Workgroups** profile for each workgroup included in your RC Survey. **Between Workgroup** results provide feedback from other workgroups about the experience of RC with the workgroup listed. **Within Workgroup** results provide feedback about the experience of RC within the workgroup listed from individuals that make up that workgroup.

This section provides a deeper look into the drivers of relational coordination for your chosen work process. Workgroup profiles can be used as a training and development resource to support skill-building for teamwork capacity. These profiles can also be used to explore how the different workgroups contribute to meeting the coordination needs for the chosen work process.

Use the **RCA Discussion Questions** below as a discussion aid to engage workgroups in making sense of their own workgroup profile and to identify personalized opportunities for skill development.

RCA DISCUSSION QUESTIONS

What are your first impressions of your workgroup's RC results?

- How do they compare to the **All-Group Mean**?
- Are there any patterns that stand out to you?

Are you satisfied with how colleagues experience RC with your workgroup for this work process?

For this work process, identify at least one thing:

- That your workgroup could do differently to better meet the communication and relationship needs of other workgroups.
- That other workgroups could do differently to better meet the communication and relationship needs of your workgroup.

For your workgroup, do you notice any similarities or differences in patterns for Between and Within workgroup scores?

Are there dimensions of RC that you would like to target for your own personal growth and/or professional development?

WORKGROUPS AND THE 7 DIMENSIONS OF RELATIONAL COORDINATION

The charts below show **Between** and **Within** workgroup scores for the workgroup listed as an **RC Index** and for each dimension of RC.

Use the **Response Distribution**, **All-Group Mean**, and legend included at the bottom of the page to help place the strength of **Between** and **Within** workgroup scores in context.

Whole Health Core Staff

Between Workgroups

(N = 10)



Within Workgroups

(N = 4)



	Between	Within
Strong	> 4.0	> 4.6
Moderate	3.5 - 4.0	4.1 - 4.6
Weak	< 3.5	< 4.1

WORKGROUPS AND THE 7 DIMENSIONS OF RELATIONAL COORDINATION

The charts below show **Between** and **Within** workgroup scores for the workgroup listed as an **RC Index** and for each dimension of RC.

Use the **Response Distribution**, **All-Group Mean**, and legend included at the bottom of the page to help place the strength of **Between** and **Within** workgroup scores in context.

Whole Health Education Champions

Between Workgroups

(N = 12)



Within Workgroups

(N = 2)



	Between	Within
Strong	> 4.0	> 4.6
Moderate	3.5 - 4.0	4.1 - 4.6
Weak	< 3.5	< 4.1

WORKGROUPS AND THE 7 DIMENSIONS OF RELATIONAL COORDINATION

The charts below show **Between** and **Within** workgroup scores for the workgroup listed as an **RC Index** and for each dimension of RC.

Use the **Response Distribution**, **All-Group Mean**, and legend included at the bottom of the page to help place the strength of **Between** and **Within** workgroup scores in context.

Whole Health Clinical Champions

Between Workgroups

(N = 11)



Within Workgroups

(N = 3)



	Between	Within
Strong	> 4.0	> 4.6
Moderate	3.5 - 4.0	4.1 - 4.6
Weak	< 3.5	< 4.1

WORKGROUPS AND THE 7 DIMENSIONS OF RELATIONAL COORDINATION

The charts below show **Between** and **Within** workgroup scores for the workgroup listed as an **RC Index** and for each dimension of RC.

Use the **Response Distribution**, **All-Group Mean**, and legend included at the bottom of the page to help place the strength of **Between** and **Within** workgroup scores in context.

Complementary Integrative Health or Wellbeing Leadership/Staff

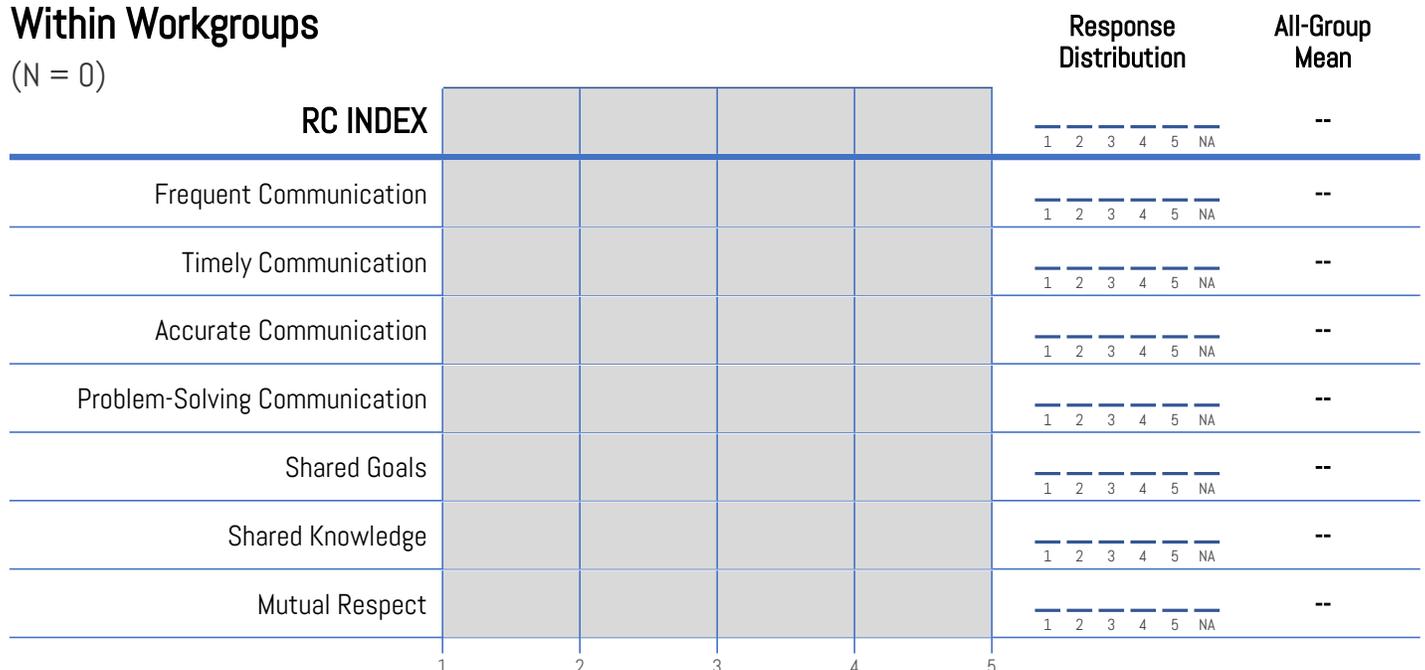
Between Workgroups

(N = 14)



Within Workgroups

(N = 0)



	Between	Within
Strong	> 4.0	> 4.6
Moderate	3.5 - 4.0	4.1 - 4.6
Weak	< 3.5	< 4.1

WORKGROUPS AND THE 7 DIMENSIONS OF RELATIONAL COORDINATION

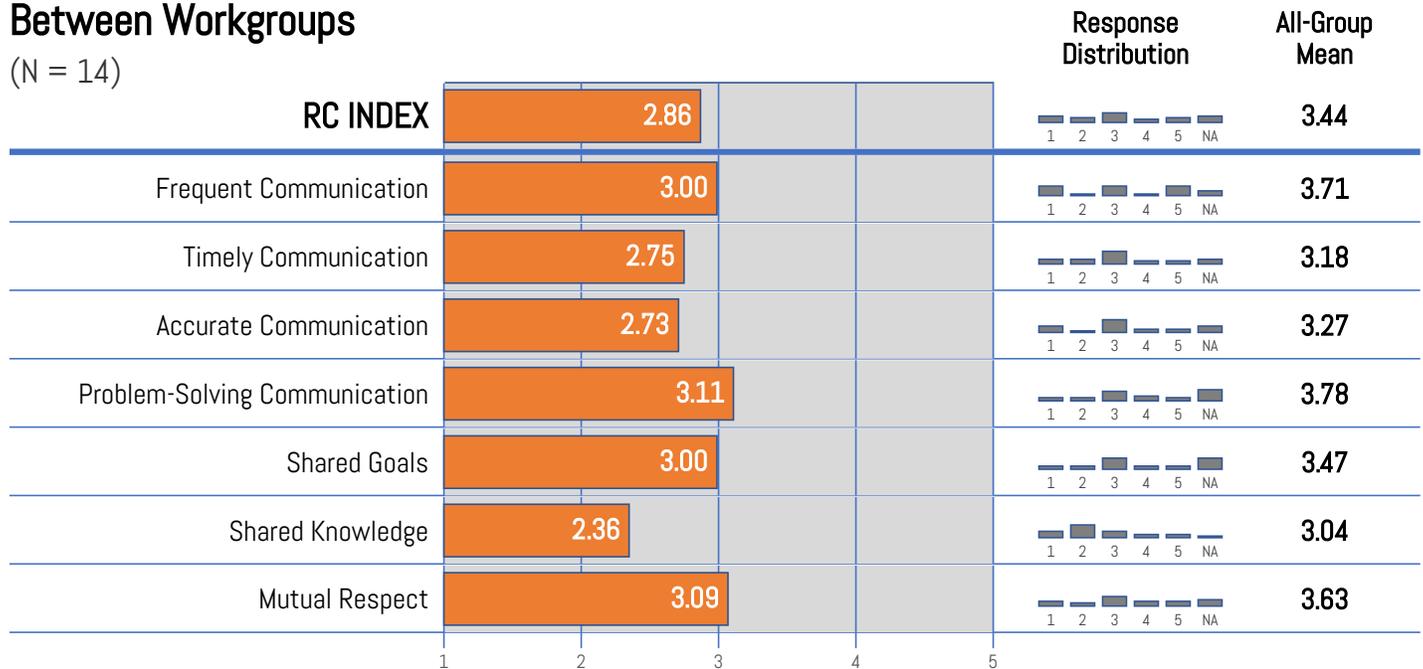
The charts below show **Between** and **Within** workgroup scores for the workgroup listed as an **RC Index** and for each dimension of RC.

Use the **Response Distribution**, **All-Group Mean**, and legend included at the bottom of the page to help place the strength of **Between** and **Within** workgroup scores in context.

Hospital Executive Leadership

Between Workgroups

(N = 14)



Within Workgroups

(N = 0)



	Between	Within
Strong	> 4.0	> 4.6
Moderate	3.5 - 4.0	4.1 - 4.6
Weak	< 3.5	< 4.1

WORKGROUPS AND THE 7 DIMENSIONS OF RELATIONAL COORDINATION

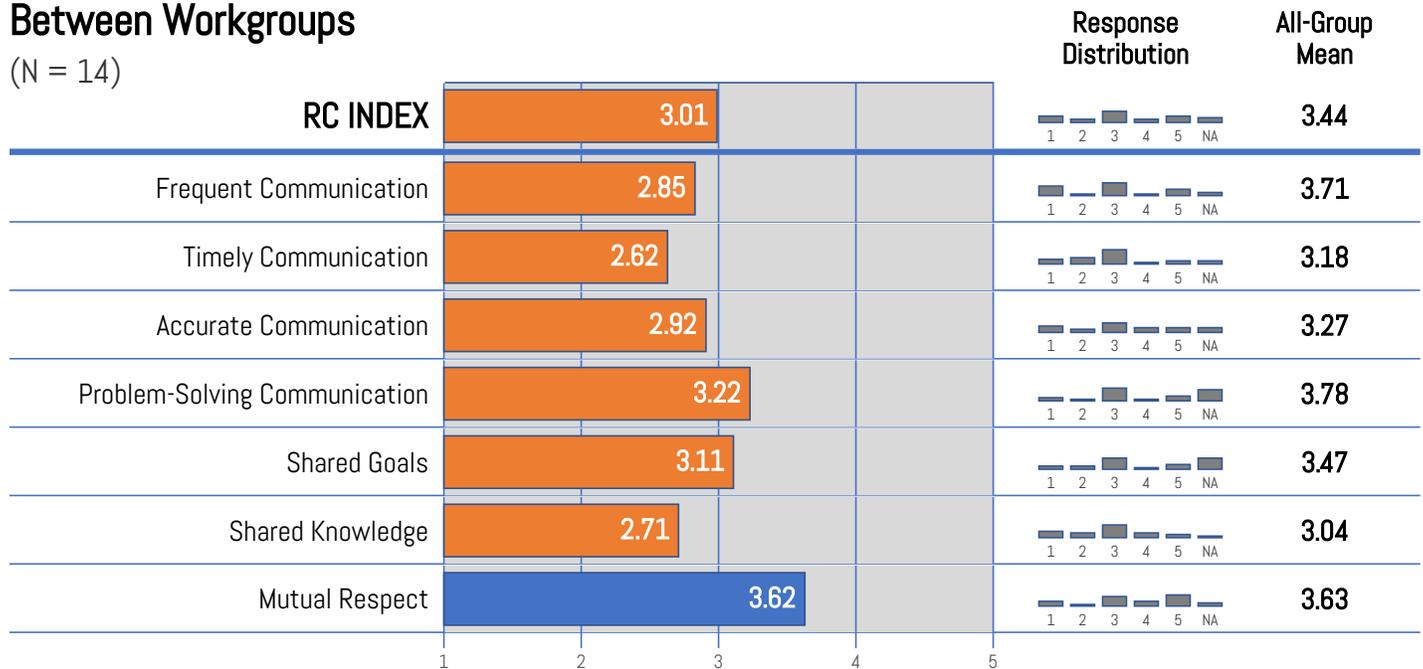
The charts below show **Between** and **Within** workgroup scores for the workgroup listed as an **RC Index** and for each dimension of RC.

Use the **Response Distribution**, **All-Group Mean**, and legend included at the bottom of the page to help place the strength of **Between** and **Within** workgroup scores in context.

Primary Care Leadership

Between Workgroups

(N = 14)



Within Workgroups

(N = 0)



	Between	Within
Strong	> 4.0	> 4.6
Moderate	3.5 - 4.0	4.1 - 4.6
Weak	< 3.5	< 4.1

WORKGROUPS AND THE 7 DIMENSIONS OF RELATIONAL COORDINATION

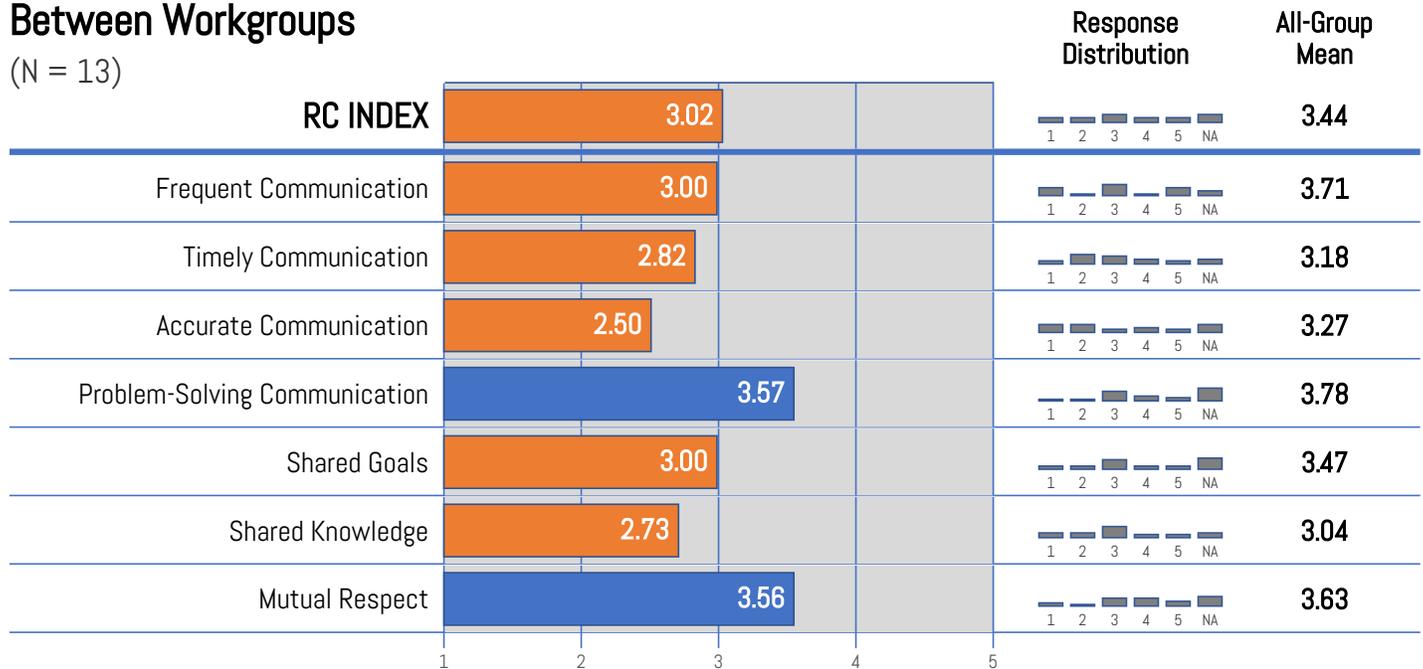
The charts below show **Between** and **Within** workgroup scores for the workgroup listed as an **RC Index** and for each dimension of RC.

Use the **Response Distribution**, **All-Group Mean**, and legend included at the bottom of the page to help place the strength of **Between** and **Within** workgroup scores in context.

Mental Health Leadership

Between Workgroups

(N = 13)



Within Workgroups

(N = 1)



	Between	Within
Strong	> 4.0	> 4.6
Moderate	3.5 - 4.0	4.1 - 4.6
Weak	< 3.5	< 4.1

WORKGROUPS AND THE 7 DIMENSIONS OF RELATIONAL COORDINATION

The charts below show **Between** and **Within** workgroup scores for the workgroup listed as an **RC Index** and for each dimension of RC.

Use the **Response Distribution**, **All-Group Mean**, and legend included at the bottom of the page to help place the strength of **Between** and **Within** workgroup scores in context.

Physical Medicine and Rehabilitation Leadership

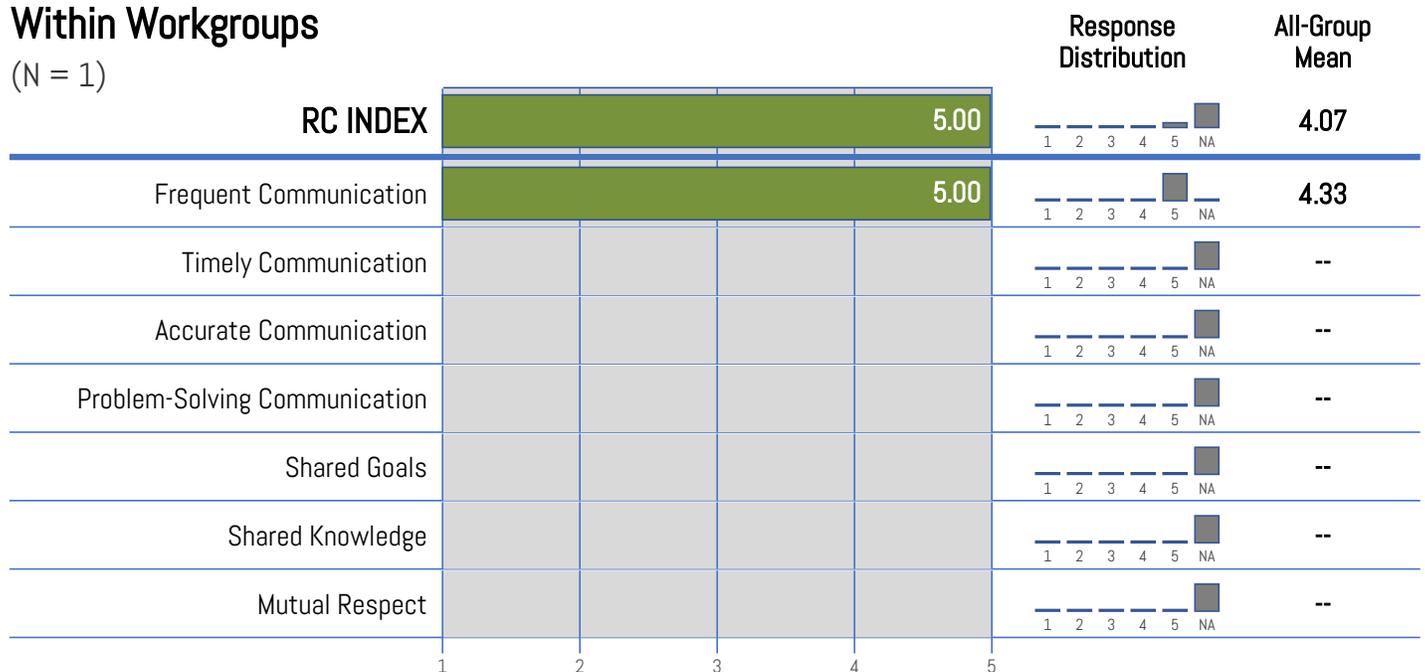
Between Workgroups

(N = 13)



Within Workgroups

(N = 1)



	Between	Within
Strong	> 4.0	> 4.6
Moderate	3.5 - 4.0	4.1 - 4.6
Weak	< 3.5	< 4.1

WORKGROUPS AND THE 7 DIMENSIONS OF RELATIONAL COORDINATION

The charts below show **Between** and **Within** workgroup scores for the workgroup listed as an **RC Index** and for each dimension of RC.

Use the **Response Distribution**, **All-Group Mean**, and legend included at the bottom of the page to help place the strength of **Between** and **Within** workgroup scores in context.

Pain Team Leadership

Between Workgroups

(N = 12)



Within Workgroups

(N = 2)



	Between	Within
Strong	> 4.0	> 4.6
Moderate	3.5 - 4.0	4.1 - 4.6
Weak	< 3.5	< 4.1

WORKGROUPS AND THE 7 DIMENSIONS OF RELATIONAL COORDINATION

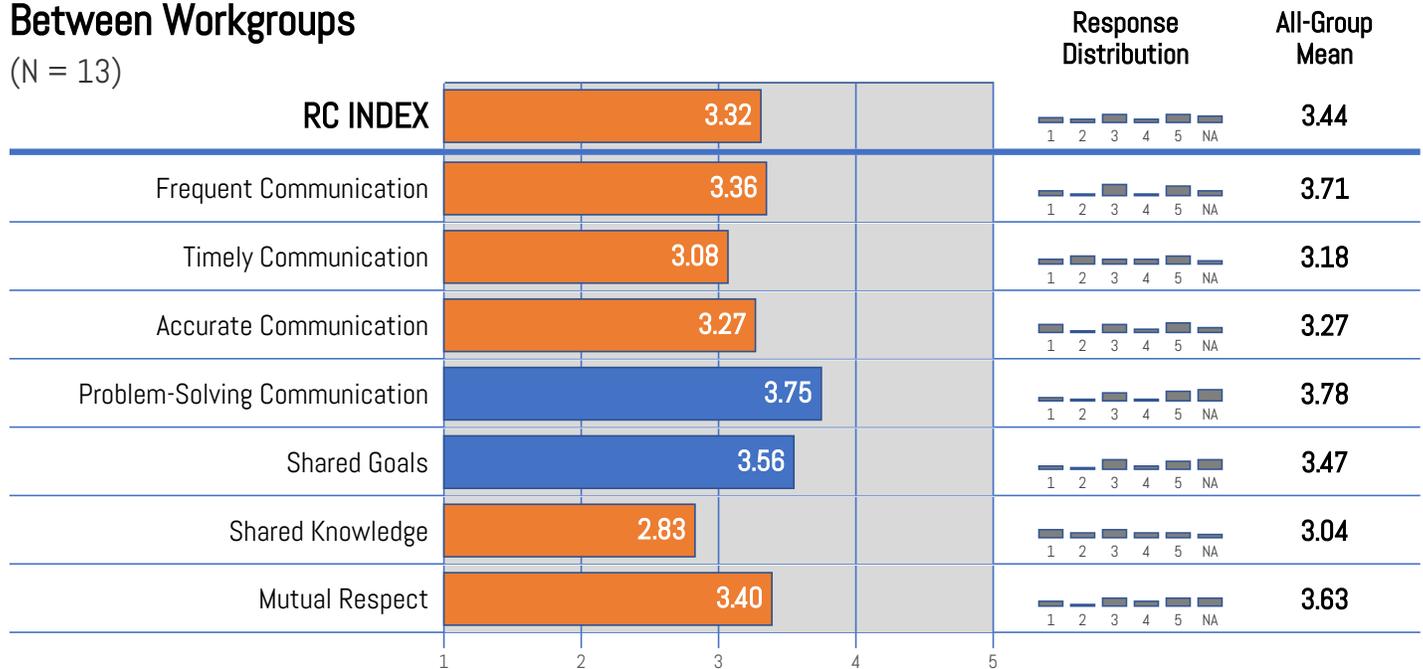
The charts below show **Between** and **Within** workgroup scores for the workgroup listed as an **RC Index** and for each dimension of RC.

Use the **Response Distribution**, **All-Group Mean**, and legend included at the bottom of the page to help place the strength of **Between** and **Within** workgroup scores in context.

Employee Health Leadership/Staff

Between Workgroups

(N = 13)



Within Workgroups

(N = 1)



	Between	Within
Strong	> 4.0	> 4.6
Moderate	3.5 - 4.0	4.1 - 4.6
Weak	< 3.5	< 4.1

RELATIONAL COORDINATION MAPS

This section includes network maps that visualize the strength of RC **Within** and **Between Workgroups**. This section can be used to show overall network connectedness and to view the strength of different types of ties between workgroups.

This section includes the following types of relational maps: **Average Ties**, **mutual Strong Ties**, **mutual Weak Ties**, and **Non-Reciprocal Ties**.

Use the **RCA Discussion Questions** below as aids to make sense of **Within** and **Between Workgroup** connections and to explore how those connections impact desired performance outcomes.

RCA DISCUSSION QUESTIONS

What do you notice about RC in this network?

Are there any connections between workgroups that stand out to you? Why?

Where are the opportunities to build better communication and more effective relationships between workgroups?

How might strong ties be leveraged to support process improvements?

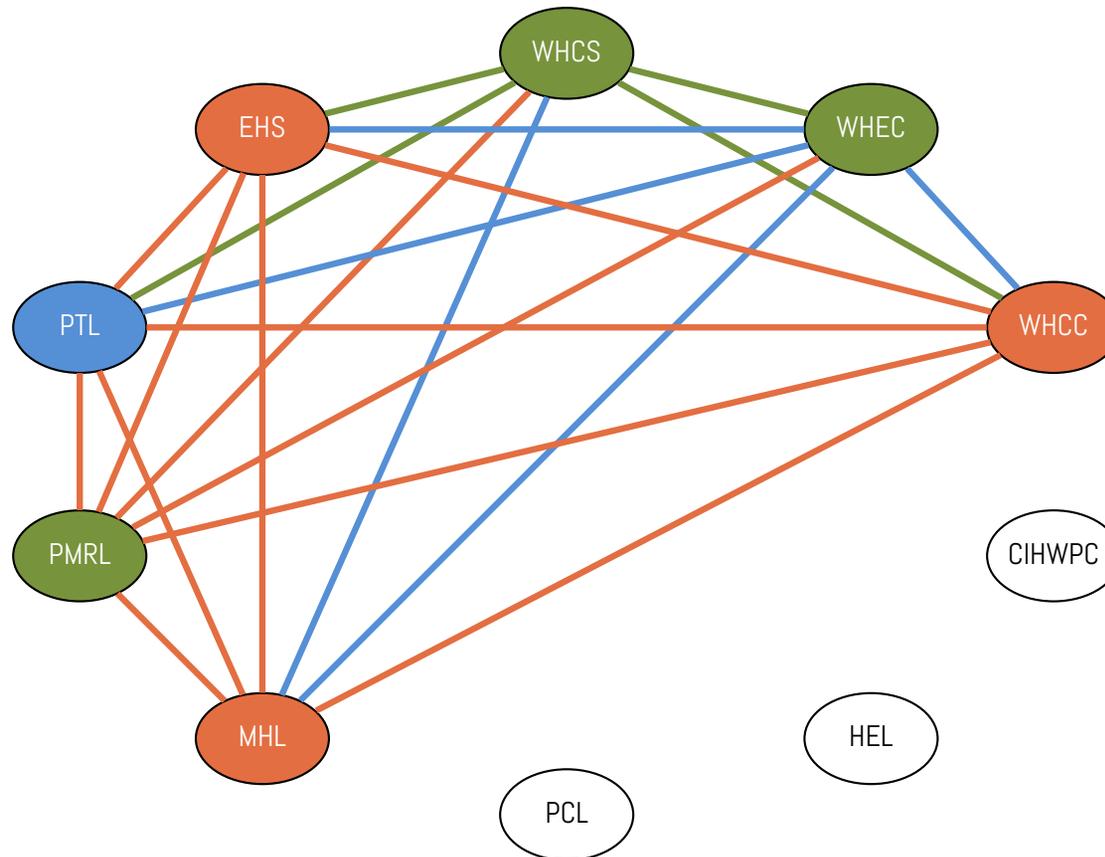
Are there any weak or non-reciprocal ties that absolutely need to be improved?

AVERAGE TIES RELATIONAL MAP

RC INDEX

This relational map shows the average strength of RC **Within** and **Between Workgroups**. This relational map is a visual representation of RC for your chosen work process. A (WG) means that there were too few respondents to report a result within that workgroup.

Use the legend at the bottom of this page to place your RC results into context.



	Between	Within
Strong	>4.5	>4.6
Moderate	4.0 - 4.5	4.1 - 4.6
Weak	<3.5	<4.1

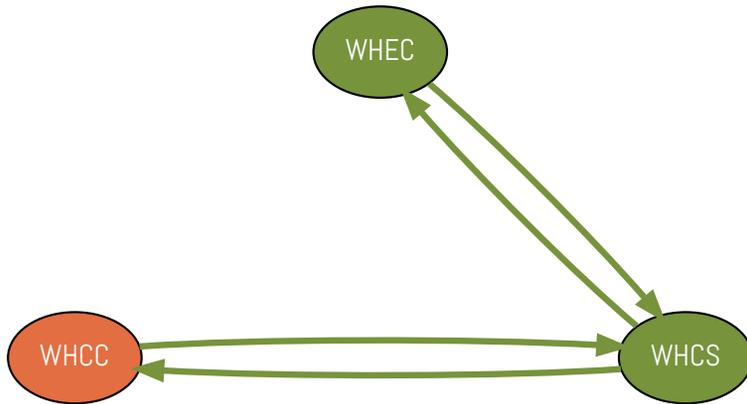
STRONG AND WEAK TIES RELATIONAL MAP

RC INDEX

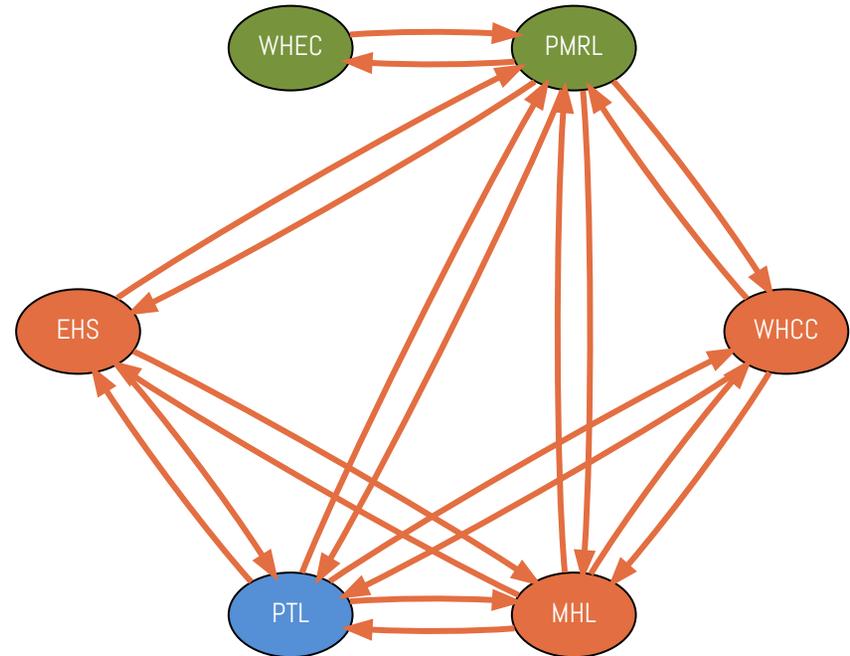
The relational maps on this page show two types of RC results - results mutually reported by two workgroups as strong and results mutually reported by two workgroups as weak.

Use the legend at the bottom of this page to place your RC results into context.

STRONG TIES



WEAK TIES



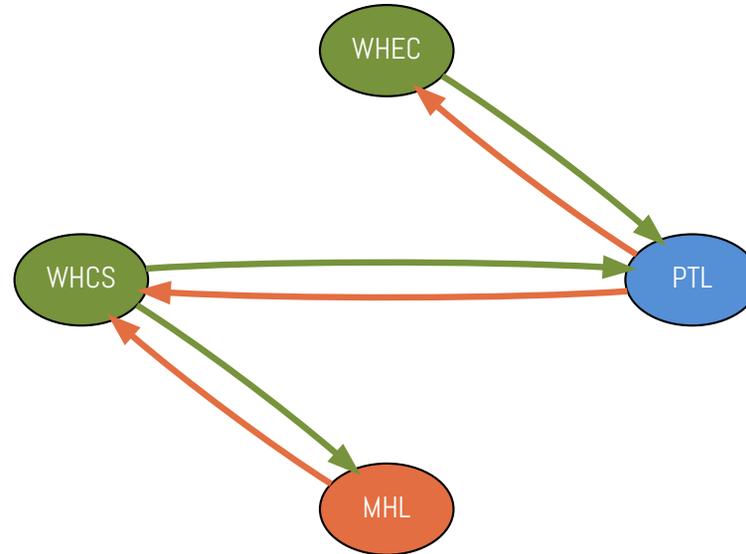
	Between	Within
Strong	>4.5	>4.6
Moderate	4.0 - 4.5	4.1 - 4.6
Weak	<3.5	<4.1

NON-RECIPROCAL TIES RELATIONAL MAP

RC INDEX

The relational map on this page shows non-reciprocal RC results between workgroups - results reported strong in one direction and weak in the other direction.

Use the legend at the bottom of this page to place your RC results into context.



	Between	Within
Strong	>4.5	>4.6
Moderate	4.0 - 4.5	4.1 - 4.6
Weak	<3.5	<4.1

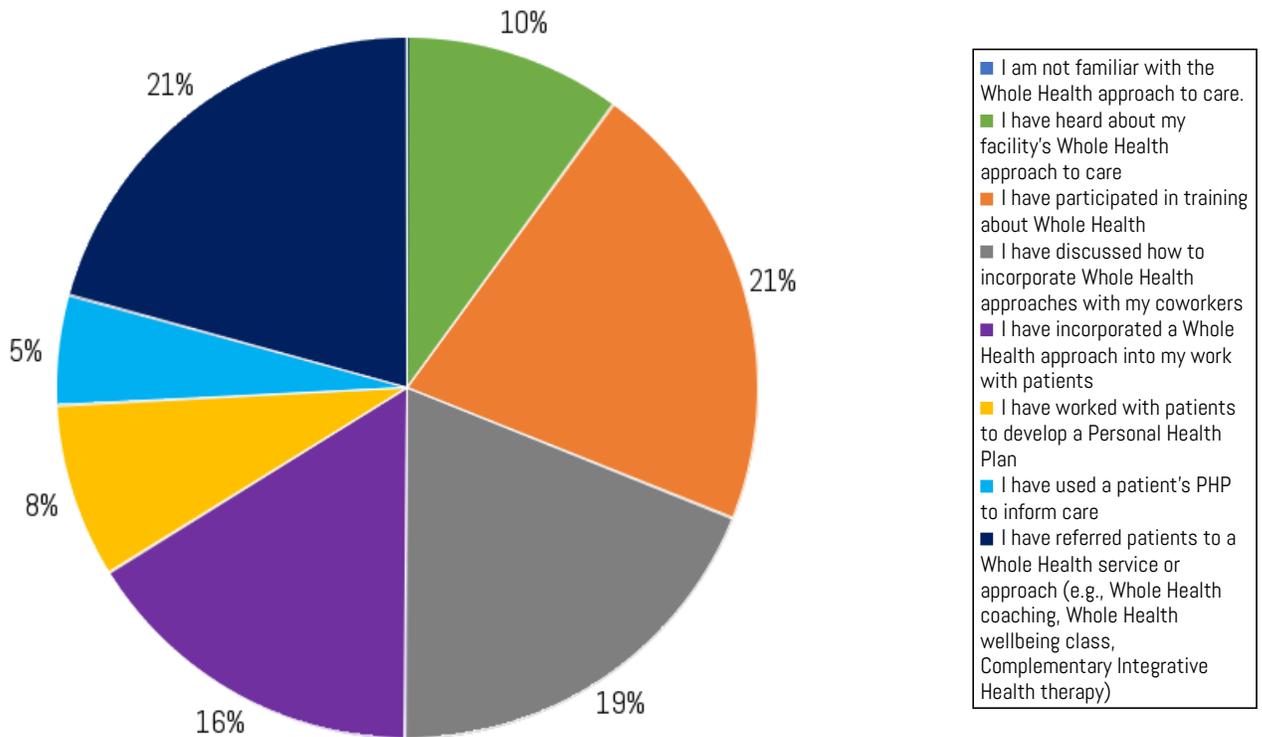


CUSTOM QUESTIONS

This section includes customized questions added to your RC Survey. Often, custom questions explore themes or topics that impact relational coordination and are relevant to the work process. Results for custom questions are presented in both chart and table formats to show the distribution of responses.

CUSTOM QUESTIONS

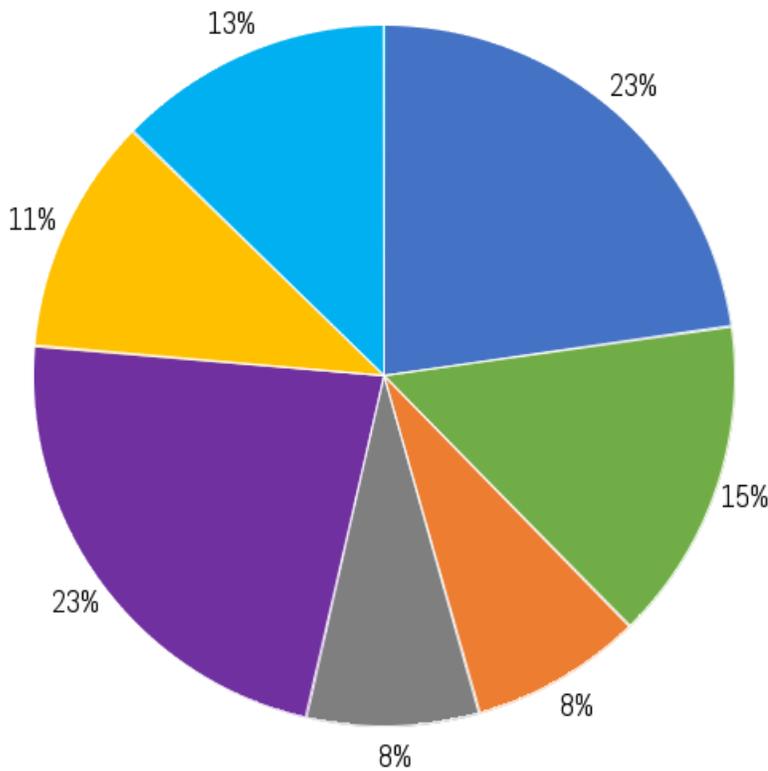
1. The Whole Health System of Care is a new initiative rolling out across VA. During the past twelve months, in what ways have you been involved with your facility's Whole Health approach to care? (Check all that apply)



Answer Choice	Response Count
I am not familiar with the Whole Health approach to care.	0
I have heard about my facility's Whole Health approach to care	6
I have participated in training about Whole Health	13
I have discussed how to incorporate Whole Health approaches with my coworkers	12
I have incorporated a Whole Health approach into my work with patients	10
I have worked with patients to develop a Personal Health Plan	5
I have used a patient's PHP to inform care	3
I have referred patients to a Whole Health service or approach (e.g., Whole Health coaching, Whole Health wellbeing class, Complementary Integrative Health therapy)	13

CUSTOM QUESTIONS

2. The Whole Health System of Care is a new initiative rolling out across VA. During the past twelve months, in what ways have you been involved with your facility's Whole Health approach to care? (Check all that apply)



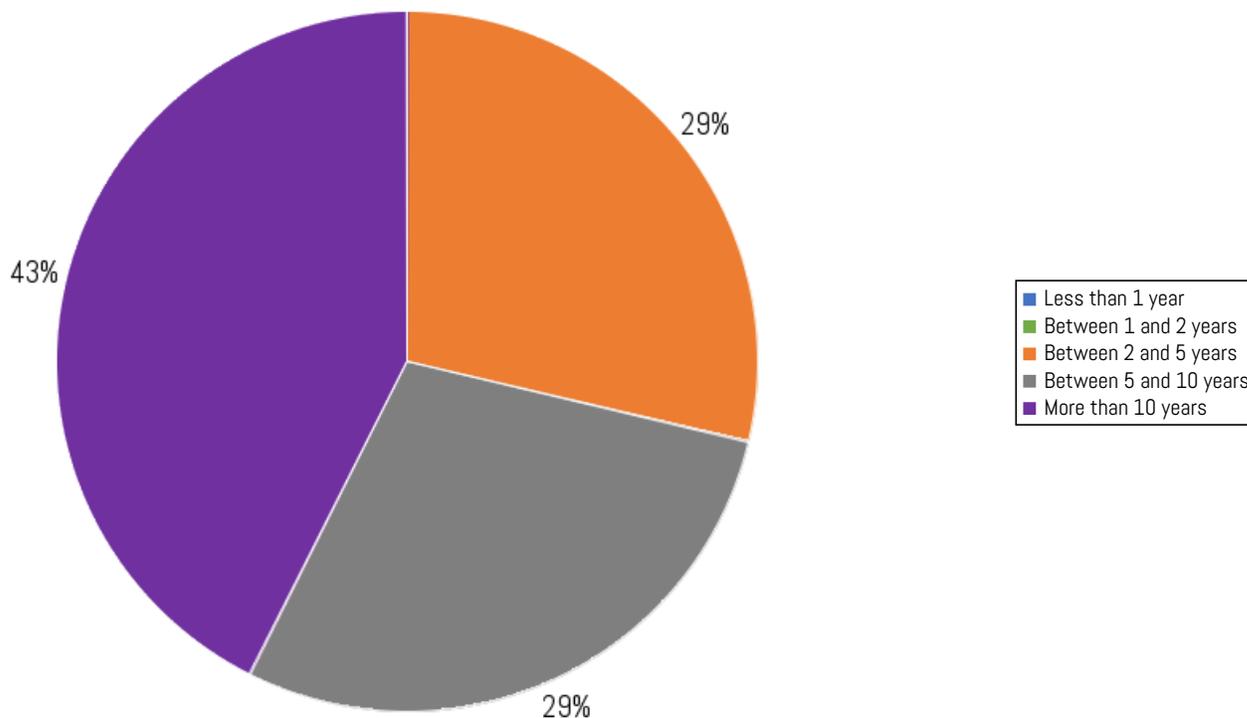
- I have participated in planning for implementation of Whole Health approaches
- I am a member of a hospital committee/workgroup related to Whole Health
- I have advocated to senior hospital leadership for using a Whole Health approach
- I have helped set up infrastructure to support Whole Health (e.g., hiring staff, allocating space, obtaining funding, develop services) in my service
- I have provided opportunities for staff to learn about Whole Health (e.g., set up trainings or grand rounds, facilitate observations or walk-throughs of Whole Health space, facilitate presentations on Whole Health during staff meetings)
- I have allowed staff in my service to participate in Whole Health training during their tour of duty
- I have allowed staff to participate in Whole Health or other self-care activities to promote their own wellbeing during their tour of duty

Answer Choice	Response Count
I have participated in planning for implementation of Whole Health approaches	12
I am a member of a hospital committee/workgroup related to Whole Health	8
I have advocated to senior hospital leadership for using a Whole Health approach	4
I have helped set up infrastructure to support Whole Health (e.g., hiring staff, allocating space, obtaining funding, develop services) in my service	4
I have provided opportunities for staff to learn about Whole Health (e.g., set up trainings or grand rounds, facilitate observations or walk-throughs of Whole Health space, facilitate presentations on Whole Health during staff meetings)	12
I have allowed staff in my service to participate in Whole Health training during their tour of duty	6
I have allowed staff to participate in Whole Health or other self-care activities to promote their own wellbeing during their tour of duty	9

	Response Count
I have allowed staff to participate in Whole Health or other self-care activities to promote their own wellbeing during their tour of duty	7

CUSTOM QUESTIONS

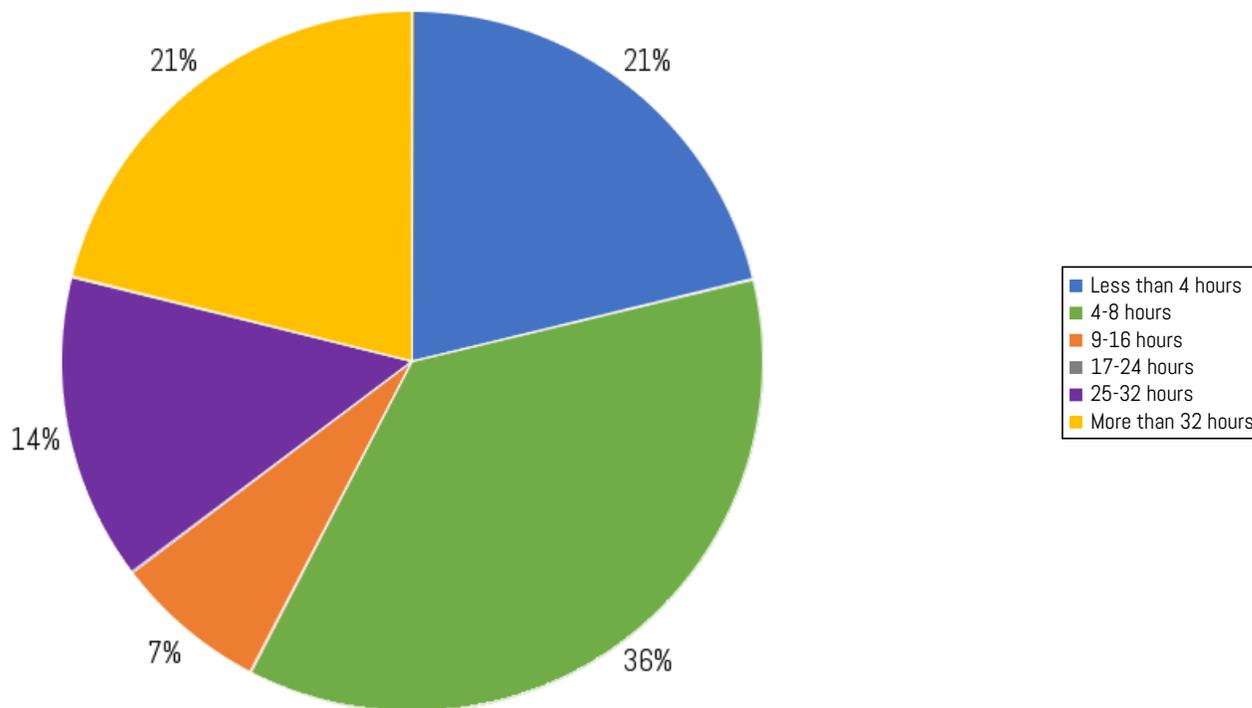
3. How long have you worked for this VA Medical Center?



	Response Count
Answer Choice	
Less than 1 year	0
Between 1 and 2 years	0
Between 2 and 5 years	4
Between 5 and 10 years	4
More than 10 years	6

CUSTOM QUESTIONS

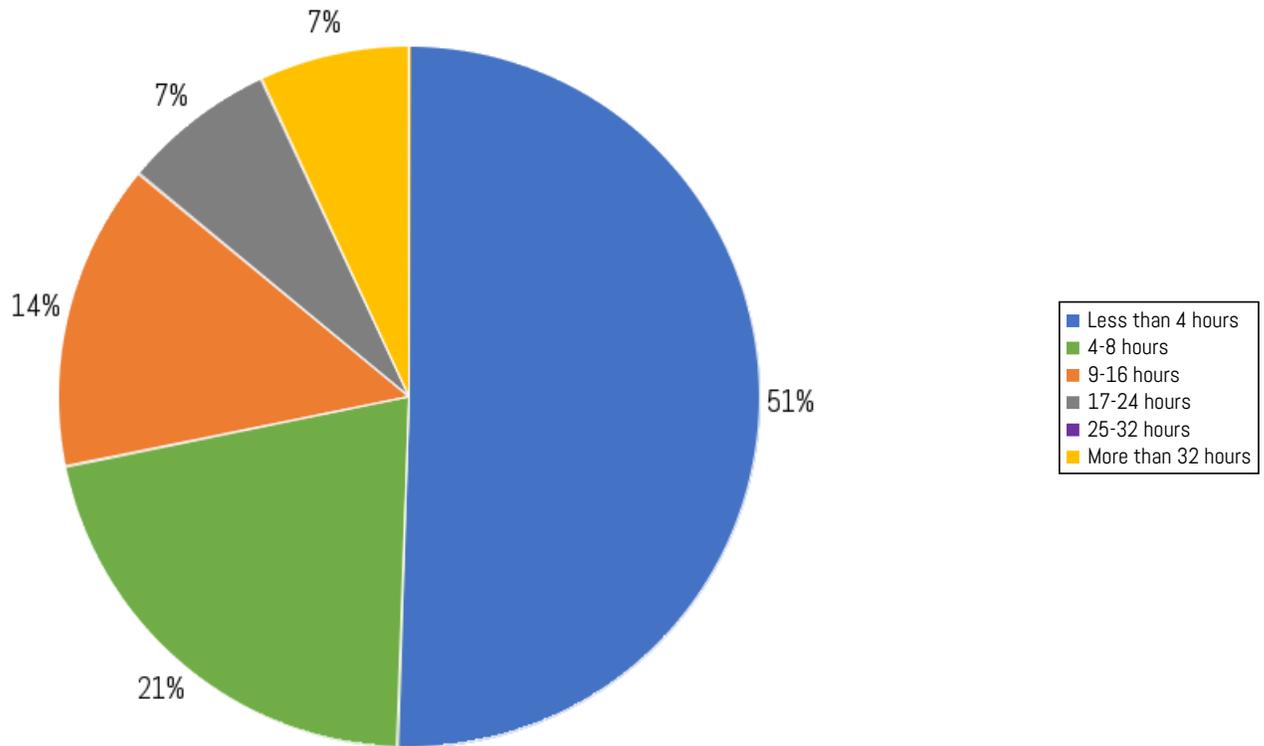
4. Approximately how many hours each week do you spend in the role we've asked you about on this survey?



	Response Count
Answer Choice	
Less than 4 hours	3
4-8 hours	5
9-16 hours	1
17-24 hours	0
25-32 hours	2
More than 32 hours	3

CUSTOM QUESTIONS

5. Approximately how many hours each week do you spend (formally and informally) planning, designing, setting up, or educating staff about Whole Health? [participantWorkgroupName]



Answer Choice	Response Count
Less than 4 hours	7
4-8 hours	3
9-16 hours	2
17-24 hours	1
25-32 hours	0
More than 32 hours	1

LOOKING AHEAD

Relational coordination enhances the performance of a work process by improving the quality of communication and relationships between roles that perform different functions for the work process chosen. This report quantifies aspects of improvement that are often overlooked - the quality of communication and relationships, allowing you to identify and improve specific behaviors that impact performance. Using the results in this report, you can diagnose the quality of communication and relationships involved in the coordination of a performance-critical work process. When you strengthen RC, task interdependencies can be managed more effectively and efficiently, resulting in fewer redundancies, lapses, errors, and delays.

Use RC results to help decide, What Next? The **RCA Discussion Questions** below can be used as discussion aids to help plan and identify next steps.

RCA DISCUSSION QUESTIONS

How will you validate observations with team members who are not present?

Are there open questions or outstanding pieces of information that you need to further make sense of your RC results?

- Data?
- Information?
- Input from colleagues?

What action does your team want to take based on its RC findings?

Will improvement efforts require relational, structural, and/or process interventions?

- Do you have the people and skill resources needed to start with a small test of change?

What decision-making process will be used to identify and prioritize where to focus improvement efforts?

- Are there existing stakeholders in place that support this work?
- Are there existing structures in place that can be leveraged to provide ongoing support?

How will you document the learning process and key findings?

- Where are the opportunities to embed new practices into everyday work?
- What will be your strategy for spreading learning, key findings, and new ideas or practices?

Which key next steps are necessary to continue forward progress?

ABOUT RELATIONAL COORDINATION ANALYTICS, INC.

Relational Coordination Analytics, Inc. (RCA) is a measurement and analytics company powered by the insights of relational coordination. We provide relational diagnostics that grow human capital, energize people, and empower teams to improve their performance. We welcome an opportunity to support your organization in its improvement journey. For more information contact us at:

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